CIA INTERNAL USE ONLY

Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010013-1

Executive Registry
72-6306

DDI-3293-72

15 August 1972

MEMORANDUM

SUBJECT : A Note on Communication

Over the years Agency officers of every age, grade, job description, and component have reliably identified "communication" as either a barrier to organizational effectiveness or a major personal concern. Expressions of dissatisfaction with communication have been amply recorded in special Agency-wide attitude studies, countless IG surveys, papers of young officer groups, managerial grid critiques, and numerous other documents. Yet, we question whether the expression of this consensus has been instrumental in effecting meaningful change. Saying communication is a problem tells us very little about communication and still less about the problem. Paradoxically, simply saying communication is a problem is in itself a problem. It deludes us into believing we know what's wrong, dissuades us from doing a more systematic diagnosis of what people really mean, and disposes us to general and ineffectual remedies. What is needed, in our view, is insistence on greater precision in defining what is meant by communication as a problem. By adopting a more critical point of view with regard to the oft-heard issue of communication, all those who deal in diagnosing and prescribing for organizational ills will be rendered a potentially far more valuable service to the Agency.

Until we develop more precise conceptualizations of the varieties of Agency communication activities, and evaluate the Agency experience in relation to them, we will not be in a position to deal most effectively with the "communication" issue.

MANAGEMENT ADVISORY GROUP

ADMINISTRATIVE

Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010013-1
CIA INTERNAL USE ONLY

Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010013-1

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED | CONFIDENTIAL | SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Intelligence		
2			
3			
4			
5			
6			

Fyi

Pls file : MAG

	ACTION		DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Attached are those papers produced by MAG since their June Annual Report to the DCI. I will be happy to provide a status report on each, but your senior MAG member (in terms of service with the Group) is prepared to do likewise. You might want to use this opportunity to touch base with your MAG members.

STAT

(OCI)

STAT

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS, AND PHONE NO.	DATE
O/Executive Director 7D59	11Dec72

UNCLASSIFIED | CONFIDENTIAL | SECRET

Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010013-1

FORM NO. 237 1-67 Use previous editions

(40)